Module – 4 New O.B

Organizational Culture –

Definition of Organizational Culture –

Organizational culture is defined as the underlying beliefs, assumptions, values and ways of interacting that contribute to the unique social and psychological environment of an organization.

Meaning of Organizational Culture –

Organizational culture is a system of shared assumptions, values and beliefs, which governs how people behave in organizations. These shared values have a strong influence on the people in the organization and dictate how they dress, act and perform their jobs.

How to Create Organizational Culture –

There are six steps to create Organizational Culture :

1. Start with a purpose.

In the beginning, all matters is building something great and lasting. When the head count is in the single digits, people discuss their soon-to-be culture around the table. Problems are still simple and communication is direct, but as the company starts growing, communication becomes more sporadic (or non-existent) and consensus becomes harder to reach.

To avoid such scenario, have a purpose when you establish your new company's culture. To create that purpose, understand the "why" of the operation. What (or whom) does your business serve? Whatever your answer is, it should be authentic, inspirational and aspirational.

2. Define a common language, values and standards.

For a culture to be successful, those at your company must speak the same language and be on the same page about what your values are. This common language needs to be understood by everyone in the company from the CEO down to the mail room worker. Write down those values. This is an essential element in making your culture withstand the test of time, it makes them tangible.

You must also have a common set of values, which are your company's principles and a common set of standards which will measure how your principles are being upheld.

Only when you have aligned your language, values and standards will you have a cohesive culture. Cohesiveness should be your end goal. It might seem tempting to employ a number of stop-gaps along the way, but that's only a short-term solution.

In order to create a long-lasting culture everyone understands, that culture will need adaptations as the company grows. Your core values are your constant staples, but the overall culture needs to be malleable enough to acclimate to different employees and changing times.

3. Lead by example.

A culture is shaped by how a company's leaders act. Every leader needs to internally and externally reflect the company's values and be its strongest advocates. He or she shouldn't recite the mission statement as a solution to everything, but should exemplify what the company stands for.

Every company wants people to see them as: fun, bold, brash and spirited. Leaders who exemplify incredible passion for what they do and have an exemplary work ethic are the main source of inspiration for other employees and those who want to join the company.

As a leader, you need to lead by example and also be radically transparent. It won't matter one iota if you think you have a great culture, but your employees don't trust you. Being transparent, even when that's difficult, will go a long way in preserving the culture you originally envisioned.

4. Identify your (cultural) ambassadors.

Every company has them: employees who live, eat and breathe your culture and help everyone else understand who you are as a company and what you stand for. These employees are your biggest advocates because they love the company almost as much as you do, they are your cheerleaders.

This type of employee can be a very valuable asset. Once you identify who your cheerleaders are, ask them what they like about the current culture, what they don't like and why culture matters to them. That will help you gauge if you should stay the course or make a few changes to the current culture.

The role of these ambassadors doesn't diminish with time. On the contrary, their role increases as your company grows and, in the end, it gives you a competitive advantage. Why? Because customers will remember those who are positive and knowledgeable about the company (or brand) they represent.

5. Be truthful and always communicate.

Integrity has been defined as "doing the right thing, even when nobody's watching." Whatever you do, you must always demand that everyone in your company adhere to being truthful and approach everything with the utmost integrity. Failure to comply is not an option.

Part of being truthful as a leader is being completely honest about your strengths, weaknesses and biases. It's pretty easy to boast about your talents, but don't think for a second you don't have any weaknesses, because you do. This doesn't apply only to leadership, but to everyone.

As a leader, you must always communicate your values explicitly and continuously, internally and externally. Every employee must understand the culture and why it's important to preserve it. Self-awareness and communication will be essential when your culture isn't going all that well. Culture doesn't have to be a neatly wrapped package, but your communication and truthfulness must never waver. If people can't trust you, you don't have a lot to stand on.

6. Treat people right.

It's been promoted by some that corporations are "people," too. I disagree with that notion. People are people. And as a CEO or company leader, you need to treat your employees well,

otherwise the culture you're trying to establish won't be of much use to you, if you have a high turnover rate.

When you're thinking about hiring new employees, spend time screening for character rather than skill. Don't get wrong: An impressive resume is something to be proud of, and important; but if your character is questionable, you're not a good fit for my company. Skills can be learned, but it's much harder to cultivate a good attitude and character.

Hiring someone with impressive skills and a bad attitude is a sure-fire way to damage your own culture, but once you've hired the right people, treat them right. Once you find someone with the right cultural fit, do everything in your power to develop him or her, and help that person scale.

How to Sustain Organizational Culture –

Cultural sustainability as it relates to sustainable development (to sustainability), has to do with the maintaining of cultural beliefs, cultural practices, heritage conservation, culture as its own entity and attempts to answer the question of whether or not any given cultures.

Methods of Creating and Sustaining a Strong Organizational Culture -

1. Focus on the Positive. The power of positivity can be especially helpful to those who need a little boost in employee morale. Negative talk (gossip, complaining and criticizing) can bring down even the best organization. It's toxic to your culture, and your bottom line, so don't let those.

2. Ensure Shared Values. Skills and competencies are important, but behaviours are often rooted in one's personal values. Have your team explore their values and share them with their colleagues. It is eye opening for staff to discover how their values impact them as a person and what is important to their teammates. Be sure to hire employees who model behaviours that fit your values.

3. Give and Receive Feedback. When giving feedback, be specific, focus on the observed behaviour and describe the impact it had. It's important to address conflict and how to have comfortable conversations. Most people love giving positive feedback but dread the tough stuff. If you're used to structuring your feedback and developing a strong level of trust amongst your team, the tough stuff won't feel so difficult anymore.

4. Follow-Through. Following-through builds trust and shows your commitment to getting the job done. Consider when your residents have a special request or a complaint, don't you want your employees to resolve the issue and follow up afterwards? If you agree, then you need to model this behaviour to your employees too.

5. Care About Your Team Members. If you want your people to care about your residents, not just checkoff tasks on a list, then you must care about your people! And show them that you do.

6. Play to Strengths and Look for the Bright Spots. At first glance this sounds like focusing on the positive, and it is, but it's more than that. Let's use recruitment as an example, when you are focused on strengths and what's going well, you'll want to look towards your superstar employees to find out: How did we find them? What about them makes them special? How do we keep them? How can we replicate what's most important? If

it was referral, consider ramping up your referral process. If they came from a local, consider increasing your presence at this local. If it was someone who randomly applied online, how did they find you? What search terms were used? Ask them what it was that attracted them to you?

7. Set Expectations. All employees should know what is expected of them and in a field where we are struggling to retain employees past the honeymoon phase, setting expectations right from the start is critically important. Explain the importance of the organizational culture and the mindset that comes with being person-cantered and focused on continuous performance improvement.

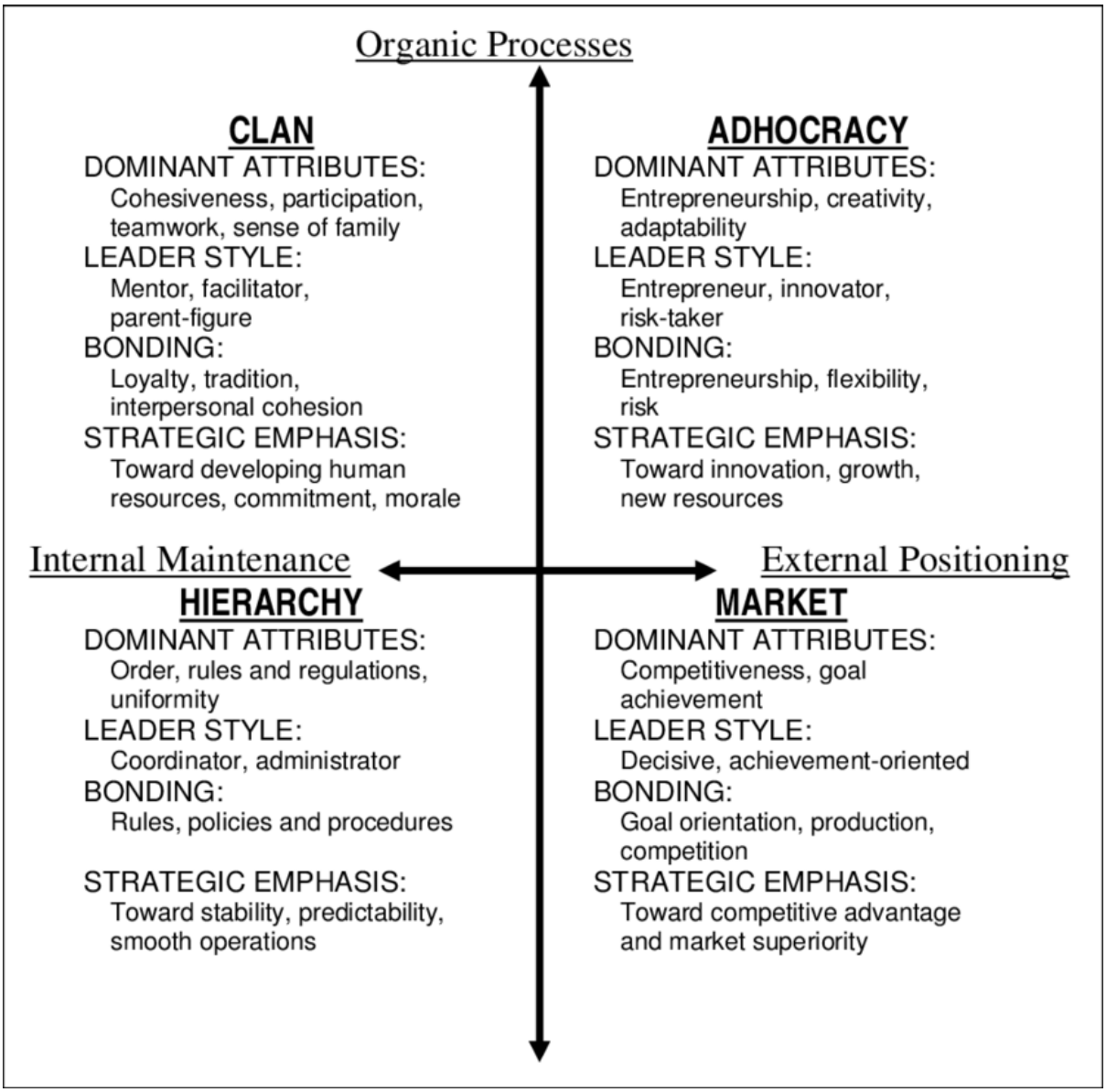
8. Evaluate Processes and Procedures. If you're committing to continuously improving, and not falling behind the times, you'll need to have systems in place to constantly evaluate and look for opportunities. You'll also want to make sure that your current processes or procedures aren't causing a bottleneck or hindering employees from doing the right thing.

9. Create Opportunities for Collaboration. We hear time and time again that teams are working in different division and that they aren't working together to meet the resident's needs. It's important to create opportunities for team members to collaborate with each other.

10. Be Consistent. Starting and stopping new things all the time will never lead to movement and it can cause employees to distrust management. Flavour of the month clubs aren't effective, and no one likes a boss who says one thing and does another. It is better to pick one thing and follow through on it then to try all ten, only to get overwhelmed and give up.

11. Telling stories and using examples. Stories paint a picture; they evoke emotion. Stories help people relate; they make an idea come to life. Next time you are working on updating your careers section of your website, your employee orientation or even a simple newsletter, try including real life stories that provide insight into your culture. Stories are a powerful marketing tool!

Types of Culture in Organisation –



- **The Clan Culture**: This culture is rooted in collaboration. Members share commonalities and see themselves are part of one big family who are active and involved. Leadership takes the form of mentorship, and the organization is bound by commitments and traditions. The main values are rooted in teamwork, communication and consensus. A prominent clan culture is Tom's of Maine, the maker of all-natural hygiene products. To build the brand, founder Tom Chappell focused on building respectful relationships with employees, customers, suppliers and the environment itself.
- **The Adhocracy Culture**: This culture is based on energy and creativity. Employees are encouraged to take risks and leaders are seen as innovators or entrepreneurs. The organization is held together by experimentation, with an emphasis on individual ingenuity and freedom. The core values are based on change and agility. Facebook can be seen as a prototypical adhocracy organization, based on CEO Mark Zuckerberg's famous admonition to, "Move fast and break things – unless you are breaking stuff, you are not moving fast enough."

- **The Market Culture**: This culture is built upon the dynamics of competition and achieving concrete results. The focus is goal-oriented, with leaders who are tough and demanding. The organization is united by a common goal to succeed and beat all rivals. The main value drivers are market share and profitability. General Electric under ex-CEO Jack Welch is a good example of this culture. Welch vowed that every G.E. business unit must rank first or second in its respective market or face being sold off. Another example of the market culture is software giant Oracle under hard-driving Executive Chairman Larry Ellison.
- **The Hierarchy Culture**: This culture is founded on structure and control. The work environment is formal, with strict institutional procedures in place for guidance. Leadership is based on organized coordination and monitoring, with a culture emphasizing efficiency and predictability. The values include consistency and uniformity. Think of stereotypical large, bureaucratic organizations such as McDonald's, the military or the Department of Motor Vehicles.

Strong vs. Weak Culture –

If there is a high level of agreement and commitment among the members of an organization on the importance of these values, their organization has a strong culture. An organization in which members do not agree with the core values or are not committed to the core values has a weak culture.

Strong and weak culture

Strong culture	Weak culture
Values widely shared	Values limited to a few people—usually top management
Culture conveys consistent messages about what's important	Culture sends contradictory messages about what's important
Most employees can tell stories about company history/heroes	Employees have little knowledge of company history or heroes
Employees strongly identify with culture	Employees have little identification with culture
Strong connection between shared values and behaviors	Little connection between shared values and behaviors

Soft Vs. Hard Culture –

In a Soft Culture the employees pursue their own personal goals and give less importance to the organisational goals. Whereas, in a Hard Culture the employees consider more on organisational goal than of their own goals.

Soft Elements of Culture	Hard Elements of Culture
1. Respect for authority	1. Religious beliefs
2. Role of family in buying decisions	2. Rituals
3. Social class systems and strata	3. Symbols
4. Gender roles in buying decisions	4. Language
5. Materialism culture	5. Artifacts
6. Morality and Ethics	6. Politics
	7. History
	8. Food
	9. Music

Formal vs. Informal Culture –

Formal organizational culture is purposefully planned. Examples include the corporate hierarchical structure, written company policies and basic operating procedures. Informal corporate culture evolves from human interactions and social connections.

Informal settlements	Formal settlements
Ease of entry - low entry costs	
Informal land allocation according to need (follow flexible standards)	Inappropriate (fixed) standards in land use planning and allocation
Build affordable shelter using step-by-step procedure of development	Follow unaffordable building regulations leading to inadequate shelter
Unregulated and competitive markets	Controlled markets (land value and rental markets)
Efficient socially regulated land delivery mechanism	Inefficient land delivery mechanisms based on 'paper plans'
Unserviced land subdivided at will and sold	Shortage of surveyed and serviced land
Labour intensive and adapted technology	Capital intensive and imported technology
Indigenous resources - traditional family or class mutual self-help system	Resource constraints - insufficient cost recovery mechanisms and relying on grants/ loans
Skills acquired outside the formal system	Formally acquired skills
Local governance and informal information flow	Lack of good governance

How to Creating Positive Organizational Culture –

There are many methods to create a positive company culture, and here are the best we have (through our own experience).

Determine your company values as a team

Company values do not have to be the same from the start of the company and they do needs to be reviewed over time. Start off the new year by brainstorming company values and goals as a team and do get everyone involved.

When the company values are determined as a team, it gets each individual motivated and looking forward to heading to work every morning instead of dragging themselves out of bed. Employees get motivated when it is their own goals and values that they are trying to achieve and they also get to motivate colleagues as well.

Positive communication

We are not talking about random chats nearby the cafeteria. We are talking about focusing on positive messages that can assist in encouraging positive company culture.

Communication is a fundamental human need and employers need to communicate effectively in order to build a supportive relationship that could assist in excelling an employee's talents or skills during challenging situations.

Employee feedback

Employee feedback is important as it shows that you are interested to know how you, as a company, can improve and do better.

Any constructive feedback is good; it assists with the performance of the company and helps you understand what areas need work, or are lacking. Be it performance review or employee

feedback surveys, employee feedback makes the workplace better by listening to employees and helping them become more effective than they already are.

Care and concern

People want to feel appreciated when they come to work. They spend more time at work than being with their loved ones or spending time for themselves.

When managers or leaders show concern to their employees, it shows that employers are not only interested in making the sales or increasing the company's profit margin. Express that you care for the team as well as each individual employee. Employees will share when they know you care.

Knowing their roles

It is good to be a 'jack of all trades' however it is better to be master at one.

To create a positive company culture includes knowing the roles of each of the employees and assisting them to either be better at it or learning new set of skills they never thought that they would enjoy. Be the company that wants their employees to succeed as an individual.

Be vulnerable

Honestly – nobody likes a bully. There are some companies that consist of hundreds of employees and it is hard to keep track of each of their personal traits and character.

So be sensitive to your surroundings and eliminate people who are always negative. Do not allow bullying to occur, ever. Stamp it out immediately and relay your expectations clearly.

Welcoming new ideas

When you allow or encourage employees to brainstorm new ideas for the company, employees will realise they their thoughts and ideas are equally as important to them as well as the company. This allows your employees to grow and encourages creativity.

Create a supportive environment in the workplace that nurtures personal and professional growth.

Rewards

Employees deserve the best when they have provided you with the best that they could possibly do. Give credit and recognition when it is due, even if it is just a pat on the back or a simple 'Well done' email to make their day.

Awarding them with small tokens such as vouchers for the employee of the month can also motivate other employees to be better in the near future.

Making it a routine

It is rather demoralising when a monthly company event gets forgotten due to hectic schedule and meetings.

Keep track of regular company events or retreats in order for employees to look forward to and to get motivated for. You can even encourage suggestions from the employees for the next coming company event.

Flexibility

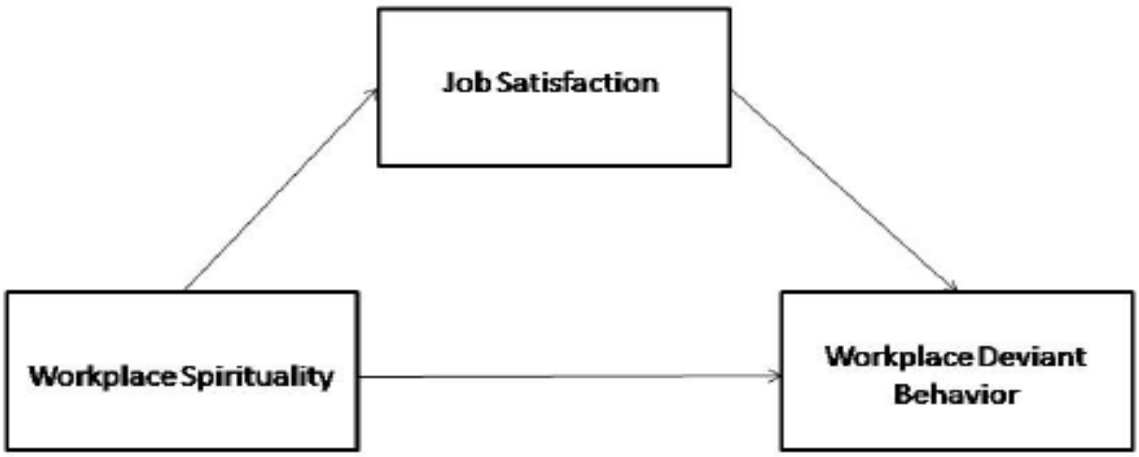
Rules are meant to be broken; some rules at least. When a company provides flexibility for their employees, employees tend to be more committed and dedicated to their job.

At times, giving the employees freedom to explore different methods allows their mind to be more creative and innovative in providing new ideas or more than one solution to a problem**.**

Humour

Seriousness aside, let's add a little humour to work. By adding a little 'fun' in a stressed work environment, employees will feel a little relaxed and might even get to complete a task earlier than expected. Adding humour at work also makes work more productivity as it increases creativity and positive attitude. After all, laughter is the best medicine and it does bond people closer.

Concept of Workplace Spirituality –



A spiritual culture that recognizes that employees have both a mind and a spirit seek to find meaning and purposes in their work and desire to connect with other employees and be part of a community rather, workplace spirituality is about recognizing that takes place in the context of an organizational community.

Six Components of a Model for Workplace Spirituality

1. Emphasizes Sustainability

A systemic view of work and contribution in the world promotes links between sustainability and an awareness of limited resources. This approach to design, production and commerce is

being increasingly associated with spirituality because it seeks to contribute to the greater good in the world. It also has the potential to actually increase market value and attract investors.An understanding of sustainable growth and development includes a well-thought-out strategy that identifies potential long-term impacts or implications of actions that could have an eventual negative impact on business. This systemic view of global business means that a company will constantly reassess the long view of risks and rewards associated with doing business in the long run, including a careful ongoing review of potentially negative and unintended consequences of business decisions on individuals, societies or the environment.

2. Values Contribution

More than providing excellent service for customers, global service indicates a larger sense of responsibility to contribute to the betterment of the world. While the local family business may not provide products and services that will improve the quality of life in third world countries, American companies historically have fundamentally understood that part of their role is to make the world a better place through the products or services that they sell. Today's spiritual organization is deliberate in implementing a vision that is built around contributions to the betterment of mankind. It promotes work outside of the organization that contributes to and "gives back" to society through community and volunteer service. Spiritually aware managers and businesses consider themselves servants of employees, customers and the community.

3. Prizes Creativity

Creativity is a necessary part of the business cycle. When technology, markets shifts, and demographic changes force organizations to rethink products and services, creativity is the key to successfully navigating those changes. The artistic industries have long recognized the spiritual nature of individual and group creative processes, and many educators understand the importance of seamless, daily incorporation of creativity in helping their students learn. The spiritual workplace recognizes that being creative is not necessarily reserved for a special few, but that all people have creative capacities. A spiritual workplace provides resources to help people to uncover their creative potential and to practice creativity within the organization.

4. Cultivates Inclusion

Businesses are increasingly becoming core sources of community for people in societies. The spiritual organization respects and values individuals' life experiences and the lessons learned from them. Such an organization is intentional in its efforts to include individuals who bring appropriate skill sets to a particular job, but who may have been excluded historically from participating in a professional community of practice due to circumstances they did not choose. Such historic exclusion from the workplace has included people with physical disabilities, people whose skin colour or ethnic origin differs from those of the majority population, and those who have been discriminated against due to gender or sexual orientation. Increasingly, corporations are seeing the value of their employees working

together in community toward a commonly held vision. They have a sense that the concepts of love and acceptance within a cultural context of care builds a sense of community that supports the work of the company and that has a direct impact on the bottom line.

5. Develops Principles

Organizations have begun to realize the benefits of treating the whole person by actively supporting the formulation of ethical principles that promote personal growth, long-term character development and personal connections of faith and work development. Assisting employees in integrating personal growth, learning, and faith with job performance benefits the organization. This type of principled emphasis includes providing resources that help employees better understand themselves, develop successful professional and personal relationships and enhance personal management skills. Employees are encouraged to develop an accurate and realistic sense of the impact that other people have on them and the impact that they have on others.

6. Promotes Vocation

Organizations have long been aware of the benefits of shared ownership of corporate values by every member of the organization. By acknowledging that one's general search for spiritual growth and fulfilment need not be separate from one's work, organizations lay the groundwork for spiritual development to assist in engendering understanding among employees. Companies that understand workplace spirituality go beyond being supportive of learning and development by helping employees develop a sense of "calling" or identification of passion about their lives and their work. Such companies emphasize the discovery and appropriate utilization of individual giftedness and encourage employees to use their unique skills within the organization. Grounded religious faith development is recognized as an important and deeply personal part of growth for many people, one that can help them more easily recognize their vocations.